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DD/S 71-2514

25 JUN 1971

LEB
WDM


MEMORANDUM FOR: Acting Director of Communications
Director of Finance ✓
Director of Logistics
Director of Medical Services
Acting Director of Personnel
Director of Security
Director of Training

SUBJECT : Personnel Ranking

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1. This is just to firm up Mr. Coffey's comments at the DD/S Staff Meeting on the 22nd of June. You will recall the briefing which [REDACTED] gave us in April on the experience the Clandestine Service had had with their evaluation program. The sizes of our various Services don't require as formal structures perhaps as the Clandestine Service uses, but certainly the purpose applies equally well. What is desired is as formal a procedure applied to the bottom as you use for ranking the top of the grades and as much care and effort given to the marginal cases. Obviously, if all we do is identify the poorest performers and then don't do anything about them, we've wasted a lot of effort. Since our various Services differ not only in size but in qualitative makeup, it wouldn't be desirable to establish any single system, but we would like to know what sort of procedures you currently follow or propose to follow in the inverse ranking and in taking action on that bottom fraction, whatever it might be, that you feel requires or deserves action. Undoubtedly, there will be some cases which might find resolution outside the respective Career Service but elsewhere in the Directorate. -- How would you propose they be handled?

2. We don't want to set a deadline but would like to see an outline of your procedures sometime in the next few months and, of course, would expect that everyone in your Service will have been ranked within a year.


Robert S. Wattles
Assistant Deputy Director
for Support

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